

A Study of Job Satisfaction, Organizational Commitment and Union Involvement

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ABSTRACT

In the present study an attempt was made to relate job satisfaction with organizational commitment and to examine whether certain variables like union involvement, income and length of service play similar role in both of these attitudes. Gujarati version of Brayfield-Rothe Job Satisfaction Scale adopted by Parikh, Gujarati version of Mowday scale adopted by Patel organizational Commitment Scale and Personal Data Sheet were administered to be a randomly selected sample of employees working in Gujarat Alkalises and Chemical Limited, a large joint sector organization, located in Baroda. Result indicates significant positive correlation between job satisfaction and organizational commitment. Union involvement is negatively correlated to both job satisfaction and organizational commitment. Income and length of service are significant variables in job satisfaction but not in organizational commitment.

Keywords: Job satisfaction, Organization commitment, Union involvement

The behaviour of individuals and groups in organizational is important in achieving effective organizational performance. Job-related attitudes often play significant role in shaping behaviour in organizations. Job satisfaction and organizational commitment are such important attitudes in the world of work.

Job satisfaction is probable the most widely researched in the field of organizational Psychology. Locke (1976) defined it as "A Pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". It refers to an individual's general attitude towards his or her job. Review of literature indicates that job satisfaction is related to both on the job and off-the job variables.

Results obtained from various studies emphasize the role of various factors in job satisfaction. Dodiya (2010) examined the relationship between job satisfaction and unionism and he found negative correlation between the two. The above result is confirmed by Sinha and Sharma (1962). Again various studies suggest positive correlation between length of service and job satisfaction (Prasad, 1967; Sinha and Nair, 1965; Zalawadia, 1995, 2002)

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Natraj and Hafeez (1965) and Lahiri (1965) established relationship between salary and job satisfaction.

Research on organizational commitment is comparatively recent, individuals, in addition to holding attitudes towards their job, often also possess positive or negative attitudes towards their entire organizational. Such attitude are termed as organizational commitment. Organizational commitment involves three attitudes ;(1) A sense of identification with the organization's goals (2) A feeling involvement in organizational duties (3) A feeling of loyalty for the organization (Reichers;1985).

A study by Raval(1994) and Balasubramanian, Sathyamoorthy and Kumar (1996) revealed significant influence of job satisfaction and length of service on the level of organizational commitment. Highly satisfied employees with longer length of service exhibited high organizational commitment. Nasir Ali (2007) and Sakariya (2008) reported that older individuals with seniority in their positions and satisfaction with their own level of working performance tends to evidence of higher organizational commitment but no sex difference was observed. A study carried out by Bateman and Strasser (1984) revealed that job satisfaction appeared to stem form rather than course organizational commitment.

Like job satisfaction, organizational commitment seems to stem from many different factors. It is affected by several aspects of job themselves. Higher the level of responsibility, autonomy, interest and variety connected with a given job, the higher the level of commitment. On the contrary, greater amount of tension and ambiguity in a job produces lower level of commitment (Baron:1986). It is also on outcome of employee's experience of job stress, helplessness and subjective mental health (Mowday, Steers and Porter;1976).

Pattanayak, Mishra and Mishra (1993) tried to relate organizational commitment with levels of employee, categories of working area, helplessness, mental health and job stress. Results revealed that supervisors were lowest and executives were highest in organizational commitment. Further, helplessness and mental health were found to be significant predictors of organizational commitment, whereas job stress was not a significant predictors.

In the present study on attempt has been made to relate job satisfaction with organizational commitment. Moreover, as review of literature reveals that various factors are important in the development of both job satisfaction and organizational commitment, the present investigator tried to ascertain whether certain variables like involvement in union activity, income and length of service (job tenure) have similar influence on both of these attitudes.

METHOD

Sample

The sample of the present study comprises of 148 employees working in Gujarat Alkalies and Chemical Limited (GACL), a joint sector organization located in Baroda. A complete list of employees was obtained from the management which had 800 permanent employees on its rolls 20% employees were randomly selected but only 148 of them completely provided information. The subjects were draw drawn from production as well as non-production units.

Tools

Gujarati version of Brayfield-Rothe, job satisfaction scale adopted by Parikh was used to measure job satisfaction of the employees. It is a 5-point scale having 18 items. It measures overall job satisfaction. Its split-half reliability coefficient is .89 (N=100).

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Organizational commitment was measured by using Gujarati version of Mowday's adopted by Patel organizational commitment scale. The scale consists of 15 items. It is a two point rating scale (Agree and disagree) with scores of 1 and 0. The range of scores varies between 0 and 5. Its test-retest reliability coefficient is .78 (N=100)

Personal data sheet was administered to collect information about income, length of service and involvement in union activities. The level of union involvement was measured by getting the response to the question; "How often do you take part in union activities?" The respondents were required to selected any one alternative out of the three (never, sometimes and always). Respondents who always participated in union activities were referred to as 'highly union- involved and those who never participated were referred to as 'no-union involved and rests with the response of sometimes were referred to as moderately involved in union activities.

RESULTS AND DISCUSSION :

Product moment coefficient of correlations were computed to determine the association (1) between union involvement and job satisfaction (2) between job satisfaction and organizational commitment and (3) between union involvement and organizational commitment.

Moreover the data were also analyzed for assessing the effect of the three variables (union involvement, income and length of service) in terms of means, standard deviations and 't' ratio's for testing the significance of difference between mean organizational commitment score as well as mean job satisfaction scores.

(1) Union Involvement, Job satisfaction and organizational commitment :

Pearson's product moment coefficients were computed to show the correlation of union involvement to job satisfaction and organizational commitment. The obtained correlation coefficients are presenting in Table -1. results clearly indicate that union involvement is negatively and significantly correlated with both of the attitudes namely, job satisfaction (-.33) and organizational commitment (-.35)

In order to explore more thoroughly the relation of union involvement with job satisfaction and organizational commitment respondents were distributed into three groups according to their level of participation in union activities viz., no union involvement (NUI), moderate union involvement (MUI) and high union involvement (HUI). All the three groups were compared with regard to job satisfaction and organizational commitment using 't' test.

Table -1, Comparison of Employees with Different Level of Union Involvement with Regard to their Job Satisfaction and Organizational Commitment

	Union Involvement						't' ratio
	NUI (N=71)		MUI(N=47)		HUI(N=30)		
	Mean	SD	Mean	SD	Mean	SD	
Job Satisfaction	72.49	11.25	70.72	10.00	61.20	11.60	NUI VS MUI=.90 NUI VS HUI=2.13* MUI VS HUI=3.72**
Organizational Commitment	13.55	2.15	13.24	1.83	11.40	2.89	NUI VS MUI=.84 NUI VS HUI=3.64* MUI VS HUI=3.12**

* Significant at .05 level. ** Significant at .01 level.

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It is evident from Table- 1 that employees with high union involvement are less satisfaction (61.20) than employees with moderate (70.72) and no union (72.49) involvement. But there is no significant difference in job satisfaction of employees with moderate and no union involvement. Similar results have been obtained with regard to relationship between union involvement and organizational commitment. Table - 1 reveals that as the level of union involvement increases, the level of organizational commitment decreases. It is lowest (11.40) for the high-union-involved group and highest (13.55) for the no-union-involvement group. Thus extreme union involvement group of employees significantly differed from moderate involvement group and no-involvement group of employees with regard to both job satisfaction and organization commitment.

(2) Job satisfaction and organizational commitment :

When job satisfaction scores and organizational commitment scores were correlated, the correlation coefficient was found to be .28 which is significant at .01 level (Table-2). Thus there is a positive and significant relationship between these two variables. It indicates that employees satisfied with their job are also committed to their organization. But it may be pointed out that the intensity of the relationship is not very high. Probably some variable is moderating the relations.

Table -2, Correlations Between Job Satisfaction and Organizational Commitment and Union Involvement

Variables	Job satisfaction	Organizational Commitment	Union Involvement
Job Satisfaction	----	.28**	-.33**
Organizational Commitment		---	-.35**
Union Involvement			----

**** Significant at .01 level.**

(3) The relationship of income and length of service with job satisfaction and organizational commitment

It may also be observed (Table-3) that income is a significant variable in job satisfaction but not in organizational commitment. Respondents drawing more salary were more satisfied than their fellow employees. Employees drawing highest salary (group-4) expressed highest level of job satisfaction and significantly differed from all other group with regard to job satisfaction. No significant difference, however, has been observed among the other groups. This means that when income is very high, then only it makes a difference in job satisfaction. Present findings do not endorse the finding of Sinha and Aggrawala (1971)

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Table -3, Means SDs and t-values of Job Satisfaction Score and Organizational Commitment Scores of Employees of Different Income Groups

Groups	Job Satisfaction					Organizational Commitment			
	N	Mean	SD	Group Compared	t-values	Mean	SD	Groups Compared	t-values
1. lower income (Rs.1350-2500)	50	65.84	11.90			13.04	2.26		
	35	69.77	11.73	1 and 2	1.51	13.16	2.32	1 and 2	.22
2. lower middle income (Rs.2500-4500)	33	68.97	12.20	1 and 3	1.15	13.32	2.05	1 and 3	.55
				1 and 4				1 and 4	.79
				2 and 3	4.94**			2 and 3	.30
				2 and 4	.27			2 and 4	.57
3 and 4	2.72**	3 and 4	.31						
2.90**									
3. Higher Middle income (Rs.4501-6000)	30	76.57	8.38			13.50	2.49		
4. Higher income (Rs.6001+)									

** Significant at .01 level

Again, perusal of table -3 reveals no significant difference in organizational commitment of employees having different income. Hence income did not play significant role in organizational commitment.

Table -4, Means SDs and t-values of Job Satisfaction Score and Organizational Commitment Scores of Employees with Short and Long Length of Service

Groups	Job Satisfaction				Organizational Commitment		
	N	Mean	SD	t-values	Mean	SD	t-values
1. Shorter Length Of Service (1-10 Years)	60	71.66	12.74	2.06*	13.00	2.11	28
2. Longer Length Of Service (10+)	88	68.26	10.96		13.10	2.25	

To study the relationship of length of service with job satisfaction and organizational commitment respondents were divided into two length-of-service groups viz., employees having service of 10 years or below and employees having service of more than 10 years. Mean scores of job satisfaction and organizational commitment of the two groups are given in table -4. It reveals that job satisfaction is high (71.65) for the employees having less years

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of service than employees with more years of service (68.26). The result is contrary to the findings of Hulin and Smith (1965) and Prasad (1965). Length of service did not make any significant difference between the mean score of organizational commitment of the employees of the two groups.

CONCLUSION

1. Union involvement is negative related to both job satisfaction and organizational commitment. More the employees participates in the union activities less the exhibits positive attitudes towards job and towards entire organization.
2. It can be concluded that factors like length of service and income are relatively more important in the determination of job satisfaction than in organizational commitment.
3. Employees with less years of service but higher income and no union involvement are highly satisfied with their job.
4. Employees with no union-involvement are more satisfied than their counterparts irrespective of length of service and income.
5. Though job satisfaction and organizational commitment are positively and significantly correlated all the factors under study did play similar role in the determination of job satisfaction and organizational commitment except union involvement.

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Conflict of Interest

The authors carefully declare this paper to bear not a conflict of interests

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